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is so broad that it permits and indeed encourages varying interpretations by particular Divisions and even by individuals within the Divisions.

Despite the general nature of this directive, the relations between D/FE and the Functional Divisions, D/Ec and D/Tr, have been, on the whole, very satisfactory. There are, however, several steps which, I believe, would clarify present relations, increase the operating efficiency of OHE in general and D/FE in particular, and permit D/FE analysts to concentrate on aspects of intelligence production which are consistent with this Division's responsibilities and capabilities: 2/

a. Both D/Ec and D/Tr should aggressively and imaginatively expand their consultant services.

b. D/FE will comply with existing specific directives which give the Functional Divisions responsibility for the review of particular types of intelligence production (e.g. appropriate sections of Situation Reports); where major emphasis in a D/FE publication is obviously concerned with a functional problem (e.g. OME-89, The Food Outlook for Communist China), D/FE will submit its production for review; in those cases where functional problems are treated incidentally to political or military aspects (whether it be of current or staff intelligence) the initiative will rest in D/FE to determine whether review of a technical or specialized nature is required of the Functional Divisions.

c. In the field of transportation intelligence, D/FE should have primary responsibility for problems within and among countries of the Far East consulting with D/TR as the need arises. (This includes railroads, highways, inland waterways, coastal shipping, ports and harbors, and domestic airlines). D/TR will have primary production responsibility for intelligence problems of an inter-regional nature, consulting L/FE when countries of the Far East are involved (this would primarily include ocean shipping and international airlines). D/TR will also have primary responsibility for the production of intelligence on transportation problems which are, in their major aspects or in their entirety, technical 3 in nature.

d. D/FE's responsibilities for evaluating field intelligence should be consistent with its responsibilities for the production of intelligence. Although D/FE is currently evaluating most

- 2/ The recommendations are elaborated upon in the sections which follow.

3/ "Technical" in the sense of being "highly specialized" (See Webster's Collegiate Dictionary). Note that a functional problem is not necessarily a technical problem.

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[redacted] reports concerned with transportation, a directive from the Chief, D/Tr to Chief, Information Control, ORE dated 14 October, 1949 would, if literally complied with, give D/Tr responsibility for evaluating all intelligence concerned with all aspects of transportation (except for certain aspects of USSR and Eastern Europe transportation and for civil airport facilities).

e. In certain instances, the routing, either primary or secondary, of cables and documents to D/MC, D/IR and D/IN has resulted in unnecessary inconvenience in D/PE and even in the lowering of operating efficiency. It is recommended that the distribution of documents dealing with or touching on functional problems be more selective and be more consistent with the production responsibilities of D/PE. This problem could be resolved, in part, by an increase in the number of copies of particular intelligence made available to ORE.

### III. Official Designation of Responsibilities for Functional Divisions, ORE.

The latest official delineation of the responsibilities of various components of CIA is dated 1 January 1949. 4/ Although informal arrangements at variance with this directive may be in effect, and although it is known that a revised official designation of the responsibilities of ORE components is now being prepared by P & P Staff, it is logical and proper to use this last official published directive as a basis for identifying official responsibilities. (If this directive cannot be used for this purpose, it is fair to conclude that the Divisions of ORE are operating without any official charter). This document sets forth 5/ the following functions for the "Functional Consultant Groups" 5/:

"As advisory and production components of ORE with primary interest and responsibility for reporting on economic and other functional subjects included in regional Branch responsibilities but requiring treatment on a specialized functional intelligence basis:

1. Provide expert consultant services within specialized functional fields to the other producing components of ORE, and collaborates with them in the fulfillment of their prescribed responsibilities.

4/ Organization and Functions - CIA, published 1 Jan 1949.

5/ Ibid - page 18.

Note that official designations for ORE components have been changed since the publication of this directive.

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2. Review as required, intelligence produced by other ORE components and make recommendations regarding the adequacy of treatment of those sections which have a bearing on their specialized subject matter fields.
3. Prepare timely Current and Staff intelligence reports and estimate on specific subjects, which in a given functional field are inter-regional or technically specialized in character. *7*
4. Participate in the formulation of the National Intelligence Objectives.
5. Evaluate pertinent intelligence information and intelligence; assess its adequacy, accuracy, and timeliness, and prepare reports of such assessments for the guidance of collection, source exploitation and producing agencies, to insure that all significant fields of intelligence bearing on the national security are adequately covered.
6. Formulate requirements for the collection and exploitation of intelligence data necessary for the fulfillment of production requirements.

The key to determining the place of the Functional Divisions in the over-all ORE schema is the reference made in point "6" to the effect that these components are to be concerned with matters of an inter-regional or technically specialized nature. Although this delineation of a broad field within which the Functional Divisions are to operate is a helpful benchmark in an analysis of how, in fact, these Divisions have been operating, it is pertinent to note the difficulties for D/Ec and D/Ir, implicit in a directive which requires them to prepare, on the one hand, "inter-regional" (international?) studies along functional lines which frequently of necessity must be general in nature and, on the other hand, "technically specialized" studies which are analyses in depth of a narrow subject. It is to the credit of the Functional Divisions that they have been able to reconcile, as well as they have, the problems entailed in these two responsibilities which would appear to require separate staffs to effectively execute each of them.

*7/* Underlining supplied by D/PE.

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